

Project Charter

A. General Information

Provide basic information about the project including: Project Title – The proper name used to identify this project; Project Working Title – The working name or acronym that will be used for the project; Proponent Secretary – The Secretary to whom the proponent agency is assigned or the Secretary that is sponsoring an enterprise project; Proponent Agency – The agency that will be responsible for the management of the project; Prepared by – The person(s) preparing this document.

Project Title: <u>E-Z Pass Implementation</u> Proponent Secretary: <u>Whittington W. Clement</u> Prepared by: <u>Deborah Brown</u>	Project Working Title: <u>E-Z Pass Implementation</u> Proponent Agency: <u>Virginia Department of Transportation</u>
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Points of Contact

List the principal individuals who may be contacted for information regarding the project.

<i>Position</i>	<i>Title/Name/Organization</i>	<i>Phone</i>	<i>E-mail</i>
<i>Project Sponsor</i>	Barbara Reese, Chief Financial Officer, VDOT	786-5128	Barbara.Reese@VirginiaDOT.org
<i>Program Manager</i>	Deborah Brown/VDOT	786-9847	Deborah.brown@virginiadot.org
<i>Project Manager</i>	Deborah Brown/VDOT		
<i>Proponent Cabinet Secretary</i>	Whittington Clement, Secretary of Transportation	786-8032	wclement@gov.state.va.us
<i>Proponent Agency Head</i>	Philip Shucet, Commissioner, VDOT	786-2700	Philip.Shucet@VirginiaDOT.org
<i>Customer (User) Representative(s)</i>	Tom Sines, COO TRIP II	(703) 707-9096	tsines@dullesgreenway.com

B. Executive Summary

An Executive Summary is required when Sections C thru G of the charter are excessively long. In two or three paragraphs, provide a brief overview of this project and the contents of this document.

Sections C thru G have been kept brief.

C. Project Purpose

Explain the business reason(s) for doing this project. The Project Purpose (the Business Problem and Project Business Objectives) is in the Project Proposal, Section B.

1. Business Problem

The Business Problem is a question, issue, or situation, pertaining to the business, which needs to be answered or resolved. State in specific terms the problem or issue this project will resolve. Often, the Business Problem is reflected as a critical business issue or initiative in the Agency's Strategic Plan or IT Strategic Plan.

EZ Pass reciprocity will allow Virginia Smart Tag and Northeast EZ Pass customers to utilize one transponder to pay tolls at toll facilities from Maine to Virginia. This helps to solve the problem with travelers bypassing certain Virginia roads and localities due to the time spent in line waiting to pay tolls, plus the perceived extension of total travel time and inconvenience of not being able to use a toll-paying device outside of a home area. Total business and pleasure travel would be higher if Virginia participated in the EZ Pass system in conjunction with surrounding states.

2. Project Business Objectives

Define the specific Business Objectives of the project that correlate to the strategic initiatives or issues identified in the Commonwealth or Agency Strategic Plan. Every Business Objective must relate to at least one strategic initiative or issue and every initiative or issue cited must relate to at least one project business objective.

<i>Commonwealth or Agency Strategic Plan – Initiative or Critical Issue</i>	<i>Project Business Objectives</i>
Integrated Public Transportation Process	Implement required equipment upgrades, software modifications and transponder exchanges to facilitate E-Z Pass reciprocity in Northeast U.S.
Congestion / Traffic Flow	Improve traffic flow through toll facilities by allowing a larger proportion of vehicles to utilize automated toll collection

D. Assumptions

Assumptions are statements taken for granted or accepted as true without proof. Assumptions are made in the absence of fact. List and describe the assumptions made in the decision to charter this project.

Resources

Project team members will be available to work on the project for the required number of hours per week. If the needed human resources are not available internally to keep the project on schedule, use of VDOT's on-call toll consultant services, currently being procured, will be investigated.

The project will receive necessary funding to carry it through completion.

The Project Manager will be granted authority to approve budgeted expenses within the policies and guidelines of the Commonwealth and VDOT.

Scope

The primary scope of the project is to modify the existing ETC software to be in compliance with E-ZPass IAG specifications in order to facilitate reciprocity of ETC toll collections among Smart Tag and E-ZPass toll facilities.

Although adjustments to project scope are not anticipated, any adjustments to Project scope will necessitate a reassessment of schedule, resources and budget.

Schedule

The project schedule represents our best estimate based upon knowledge and conditions at this time.

E. Project Description, Scope and Management Milestones**1. Project Description**

Describe the project approach, specific solution, customer(s), and benefits. The Project Description is located in the Project Proposal, Section C.

On August 26, 2003 Governor Mark Warner announced that Virginia would join the E-ZPass Inter-Agency Group (IAG) thus allowing patrons of multiple toll authorities belonging to IAG to use toll roads in Virginia and pay their tolls via the Smart Tag Customer Service Center and vice versa. Additionally on September 17, 2003 the Commonwealth Transportation Board approved the resolution authorizing VDOT to join to join the E-ZPass IAG. Membership in the IAG is contingent upon VDOT timely implementing full reciprocity for Smart Tag and E-ZPass patrons.

This will facilitate better traveling times to out-of-state travelers as they use Virginia's highways. Likewise, citizens of the Commonwealth will enjoy easier and speedier travel throughout the extensive highway system where E-ZPass is the Radio Frequency Identification (RFID) solution for automated vehicle identification and electronic toll payment. Most of the E-ZPass toll plazas provide exclusive lanes specifically for vehicles using an RFID transponder. Holders of a Smart Tag transponder will soon enjoy the benefit of fewer lines and quicker navigation through E-ZPass toll plazas. This will decrease their travel time and enhance their traveling experience.

2. Scope

The Project Scope defines all of the products and services provided by a project, and identifies the limits of the project. In other words, the Project Scope establishes the boundaries of a project. The Project Scope addresses the who, what, where, when, and why of a project.

Coordinating with VDOT's existing contractors for development, operation and administration of the Smart Tag system, TransCore and Castle Rock services, VDOT will pursue this integration requiring modification of our existing ETC software, testing and integration of every level of the Smart Tag system including lane, middleware, plaza equipment and the Smart Tag Customer Service Center.

After completion of the design document, the vendor will begin the development/test/integration phase to address modifications as required by the design in every appropriate level of the Smart Tag system. After integration and testing, the vendor can begin deployment of the upgrade to the lanes at the toll facilities. This will be followed by the upgrade of the middleware and plaza/host software at each of the facilities. Simultaneously, the implementation at the STCSC will begin and run through completion. With all the pieces in place, a testing and cutover phase will begin first with each toll facility, followed by testing the STCSC IAG interface with a selected IAG "Away Agency". Training and operations support will coincide with this phase and continue through the balance of 2004.

3. Summary of Major Management Milestones and Deliverables

Provide a list of Project Management Milestones and Deliverables (see Section E of the Project Proposal Document). This list of deliverables is not the same as the products and services provided, but is specific to management of the project. An example of a Project Management Milestone is the Project Plan Completed.

Event	Estimated Date	Estimated Duration
<i>Project Charter Approved</i>	12/31/2003	4 mo
<i>Project Plan Completed</i>	2/28/2004	2 mo
<i>Project Plan Approved</i>	3/15/2004	0.5 mo
<i>Project Execution – Started</i>	3/16/2004	1 day
<i>Project Execution Completed</i>	9/30/2004	6 mo
<i>Project Closed Out</i>	12/31/2004	3 mo

F. Project Authority

Describe the authority of the individual or organization initiating the project, any management constraints, management oversight of the project, and the authority granted to the Project Manager.

1. Authorization

Name the project approval authority that is committing organization resources to the project. Identify the source of this authority. The source of the approval authority often resides in code or policy and is related to the authority of the individual's position or title.

See attached CTB Resolution

2. Project Manager

Name the Project Manager and define his or her role and responsibility over the project. Depending on the project's complexities, include how the Project Manager will control matrixed organizations and employees.

Deborah Brown, Director Innovative Finance and Revenue Operations, is responsible for management and oversight of VDOT's toll facilities including its ETC system. Ms Brown is the contract administrator for the ETC system and CSC and will coordinate the activities of the vendors, VDOT toll facility personnel as well as the other Virginia Toll Authorities utilizing VDOT's ETC system.

3. Oversight

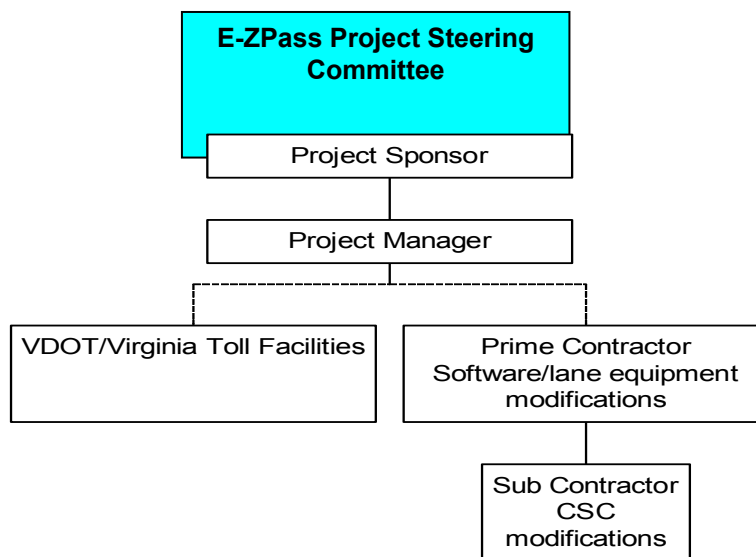
Describe the Commonwealth or Agency Oversight controls over the project.

ITA is responsible for administering VITA Governance for VDOT. The E-ZPass Implementation Project Steering Committee provides oversight to the efforts of the project. The Commonwealth provides oversight via the IT Investment Board, which monitors projects through the VITA IT Project Dashboard.

G. Project Organization

1. Project Organization Chart

Provide a graphic depiction of the project team. The graphical representation is a hierarchical diagram of the project organization that begins with the project sponsor and includes the project team and other stakeholders.



2. Organization Description

Describe the type of organization used for the project team, its makeup, and the lines of authority.

The project will utilize a matrix organization. There will be dedicated business and technical managers that will have a mix of staff and consultant resources. The Project Manager, working with the business and technical managers from the Virginia Toll Facilities, will set and direct the project activities.

3. Roles and Responsibilities

Describe, at a minimum, the Roles and Responsibilities of all stakeholders identified in the organizational diagram above. Some stakeholders may exist whom are not part of the formal project team but have roles and responsibilities related to the project. Include these stakeholders' roles and responsibilities also.

Project Sponsor

The E-Z Pass Implementation Project Sponsor is the Chief Financial Officer, who is responsible for the financial and purchasing operations of the department.

Project Steering Committee

The Project Steering Committee will support the project as a decision-making body that will address issues that include, but are not limited to, functional processes/policy matters; external toll operator issues; transition planning; configuration, and; education and training. Decisions will be finalized by a simple majority vote. The Committee will provide advice, counsel, and recommendations to the Project Director. Specific areas of responsibility include, but are not limited to:

- Approving Project strategy
- Approving Project scope
- Approving Design Document
- Resolving Functional conflicts and integration with other systems
- Resolving Project execution issues
- Resolving Programmatic and resource issues
- Resolving Change management issues
- Resolving functional processes/policy issues
- Resolving cross agency/toll authority issues
- Ensuring Transition planning
- Marketing and supporting E-ZPass acceptance

The Committee consists of the following members:

Position

Chief Financial Officer/Co-chair
 Chief of Technology, Research & Innovation/Co-chair
 Director, Information Technology Applications
 TRIP II Chief Operating Officer
 Chesapeake Expressway
 Richmond Metropolitan Authority
 Smart Tag CSC*
 VITA

Incumbent

Barbara Reese
 Gary Allen
 Murali Rao
 Tom Sines
 Terry Herbert
 Jim Kennedy
 Liliane Ramadan
 George Williams

Additional Roles and Responsibilities will be defined as part of the Project Plan

* - Non-voting member

H. Resources

Identify the initial funding, personnel, and other resources, committed to this project by the project sponsor. Additional resources may be committed upon completion of the detailed project plan.

Resources	Allocation and Source
<i>Funding</i>	\$2.029 million, Non-General Funds (Toll Facilities Revolving Account)
<i>Project Team (Full and Part Time Staff)</i>	Staff from: Innovative Finance and Revenue Operations Division, Information Technology Applications and representatives from other toll authorities throughout the state.

<i>Customer Support</i>	Implementation Vendor
<i>Facilities</i>	Virginia Toll Facilities and STCSC
<i>Equipment</i>	Virginia Toll Facilities
<i>Software Tools</i>	Implementation Vendor
<i>Other</i>	

I. Signatures

The Signatures of the people below document approval of the formal Project Charter. The Project Manager is empowered by this charter to proceed with the project as outlined in the charter.

<i>Position/Title</i>	<i>Signature/Printed Name/Title</i>	<i>Date</i>
<i>Proponent Cabinet Secretary (as required)</i>	Whittington Clement, Secretary of Transportation	
<i>Proponent Agency Head</i>	Philip Shucet, Commissioner, VDOT	
<i>Project Sponsor (required)</i>	Barbara Reese, Chief Financial Officer and Steering Committee Co-chair, VDOT	
<i>Program Manager</i>	Deborah Brown, Director Innovative Finance and Revenue Operations	
<i>Project Manager (required)</i>	Deborah Brown, Director Innovative Finance and Revenue Operations	
<i>Other Stakeholders as needed</i>	Tom Sines, Chief Operating Officer, TRIP II	

**RESOLUTION
OF THE
COMMONWEALTH TRANSPORTATION BOARD**

September 17, 2003

MOTION

Made By: Mr. Lester Seconded By: Ms. Connally Action: Motion Carried

**Title: Reciprocity of Electronic Toll Collection Systems
between the E-Z Pass and Smart Tag Networks**

WHEREAS, pursuant to Section 33.1-12 (7) of the Code of Virginia, the Commonwealth Transportation Board (the "Board") is charged with the duty to review and approve policies and transportation objectives of the Virginia Department of Transportation (VDOT), assist in establishing policies and objectives and to oversee the execution thereof; and

WHEREAS, pursuant to Section 33.1-12 (10) of the Code of Virginia, the Board is authorized to enter into contracts with other states necessary for the proper coordination of the operation of transportation systems; and

WHEREAS, in 1996 the Board and VDOT implemented Smart Tag, an automated toll revenue collections system to facilitate electronic toll collection at VDOT-owned and operated toll facilities; and

WHEREAS, it is the Board's and VDOT's primary objective to provide a seamless electronic toll collection system throughout the Commonwealth that is reasonable in cost, customer friendly and efficient; and

WHEREAS, VDOT provides electronic toll collection via Smart Tag to non-VDOT owned toll facilities throughout the Commonwealth; and

WHEREAS, a number of toll agencies have, in other states, established the E-Z Pass Interagency Group ("IAG") for the purpose of facilitating and coordinating a seamless electronic toll collection system that serves customers with a fast and convenient method of payment that reduces traffic congestion, improves air quality and saves travel time; and,

WHEREAS, pursuant to the E-Z Pass Operations Interagency Agreement dated as of February 20, 1998 ("Operating Agreement"), the Reciprocity Agreement between the existing Full Member Agencies of the IAG dated as of July 30, 1998 ("Reciprocity I Agreement"), the Reimbursement of Credit Card Fees Policy Statement, and certain other implementing agreements, copies of which have been submitted for review, the Full Member Agencies have committed themselves to a joint and cooperative effort to ensure the efficient and effective operation of a regional system of electronic toll collection that enjoys the benefits of interoperability and reciprocity; and

WHEREAS, in furtherance of the objective to provide seamless electronic toll collection, the CTB is desirous of extending the benefits of the E-Z Pass system of electronic toll collection to Smart Tag patrons in the Commonwealth and reciprocate by providing E-Z Pass patrons the benefits of electronic toll collection when traveling in the Commonwealth; and

WHEREAS in order to provide for full interoperability and reciprocity of electronic toll collection systems in the E-Z Pass and Smart Tag networks, VDOT must apply for full membership in the IAG by executing various agreements and subsequent amendments thereto including an operating agreement, a reciprocity agreement and a pilot parking reciprocity agreement for non-toll transactions.

NOW, THEREFORE, BE IT RESOLVED by the Commonwealth Transportation Board that the Commonwealth Transportation Commissioner is hereby authorized and directed to request and apply for Full Membership in the E-Z Pass Interagency Group with all the rights and privileges of such membership by submitting an application including any and all documentation as may be required to the E-Z Pass Interagency Group.

BE IT FURTHER RESOLVED THAT upon approval by the IAG for admittance to Full Membership the Commissioner is further authorized to:

1. Execute on behalf of the Board the documents known as:
 - a.) The IAG Operating Agreement of January 1998;
 - b.) Amendment No. 1 to the IAG Operating Agreement (1999);
 - c.) Amendment No. 2 to the IAG Operating Agreement (June 8, 2000);
 - d.) Amendment No. 3 to the IAG Operating Agreement (August 3, 2000);
 - e.) The Reciprocity Agreement of July 30, 1998;
 - f.) The Reciprocity II – Pilot Parking Services (2001); and
 - g.) The Reciprocity II – First Amendment (2002)
2. Submit a one-time payment of \$250,000 for Full Membership in the IAG.
3. Submit annual dues as a Full Member Agency.
4. Implement any and all signage, computer hardware/software and capital improvements as deemed necessary for the purpose of achieving interoperability between the Smart Tag and the E-Z Pass systems with the understanding that installation of signage bearing the E-Z Pass logo will be installed in addition to Smart Tag signage.
5. Provide periodic notices to customers of the schedule and the characteristics for implementation of interoperability with the E-Z Pass system.
6. Provide periodic updates and reports to the Board on the progress for implementation of achieving interoperability between the Smart Tag and E-Z Pass systems.
7. Take all actions as necessary in connection with VDOT's continued Full Membership as part of the E-Z Pass Interagency Group and implementation of interoperability and full reciprocity between the E-Z Pass and Smart Tag electronic toll collection systems.

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